



Robert Neill MP
Chair, Justice Select Committee
House of Commons
London
SW1A 0AA

28 March 2017

Dear Bob,

Prison Safety and Reform

Thank you for your letter of 6 March following my appearance before you on 28 February, in which you asked a number of further questions about various aspects of our reforms. The answers to the questions you have posed will be set out in the following pages.

In September last year I also committed to updating the Committee on at least a 6-monthly basis on progress of prison reform commitments. In addition to addressing your questions, I have for ease also included the first of those updates below.

Prison officer pay and allowances

During my appearance I undertook to write to the Committee with details of changes to starting pay and additional allowances that were announced on 19 February.

On 19 February we announced our intention to introduce market supplements for Band 3 prison officers on Fair & Sustainable (F&S) terms in the 31 prisons where recruitment and retention are currently proving the most challenging. Our plan is that these officers will receive a combination of higher starting pay and additional allowances of up to £5,000. This replaces all existing schemes for market supplements and recruitment and retention payments.

Our current assumption is that these allowances will be in place for the next four years (until 31 March 2021) and will only apply to Band 3 prison officers on F&S terms. Closed grade Band 3 officers in these prisons will not be included in the new allowances as they are on different terms and conditions, including higher levels of pay, and it remains our intention to close the gap between closed grade staff and officers on F&S terms over time. We know that 1,617 Band 3 officers on F&S terms will benefit from these payments. These measures respond to the need we have identified both to retain existing experienced staff and to recruit additional new staff. The final pay award recommendation for all prison staff is of course a matter for the independent Prison Service Pay Review Body (PSPRB) to which we will be submitting evidence in due course

This year we will develop a strategy for professionalisation and progression for all staff in Her Majesty's Prison and Probation Service. This forms part of a total package for staff, as part of which we have already announced a focus on service leavers, and graduate recruitment scheme for more senior managers. We are also launching a number of apprenticeship schemes later this year.

We have been and will continue to work closely with the POA across a number of areas including health and safety, pay and terms and conditions.

New offender management model and the ten pathfinder prisons

I also undertook to share information on the ten pathfinder prisons in which we are initially rolling out the new offender management model.

The pathfinder prisons are HMPs Chelmsford, Eastwood Park, Exeter, Guys Marsh, Leeds, Liverpool, Moorland, Nottingham, Wayland and Winchester. HMP Berwyn will also use the new offender management model. These sites were selected as pathfinders as they all have significant challenges in relation to safety and violence. These sites will provide the opportunity to test the model in different types of prisons (e.g. male / female and local / trainer) and in different geographical regions.

All pathfinder sites are all currently preparing for the introduction of the new model which will be implemented as the required staff are recruited, trained and in place. We committed to have recruited an additional 400 prison officers for these prisons by the end of March 2017. This recruitment remains on track and we have now made over 400 job offers. We expect all new Band 3 officers for pathfinder sites to have completed their initial prison officer training and have arrived in establishments by the end of June 2017. All new and existing Band 3 residential officers will receive training on the new Offender Management (OM) Model and specifically their role as a key worker.

Pathfinder sites are planning for the changes which include the removal of the current Offender Supervisor role and the introduction of Offender Managers into the custodial setting, who will be a mix of prison and probation staff. This will require close partnership working across Public Sector Prisons and the National Probation Service to make sure that services are joined up, cases are transitioned smoothly from the current to the new system and the prisoner's sentence is not negatively affected.

Staffing levels

Turning to your question on optimum staffing levels, we have carefully considered these for both the key worker and the case management elements of the offender management model.

For the role of the key worker and the aims of their engagement work we have allocated 45 minutes for key worker activity per prisoner, per week. This time will allow for regular, consistent and meaningful interaction and underpins the calculation for the resource modelling around key worker activity. From this base assumption we determined that each Band 3 officer who undertook the role of a key worker should hold a caseload of around 6 prisoners. This ratio of each key worker managing a case load of around 6 prisoners was based on two significant factors: first the appropriate number of individuals that one member of staff is able to develop and maintain a purposeful relationships with; and second taking into account the time that a member of staff would have available to complete this work alongside their day to day work of being a residential officer.

The resource calculation used to determine the required staffing levels for the case management element of the model included detailed consideration of the numerous (over 400) individual tasks that make up the work of an Offender Manager, including the volume, frequency and duration of required tasks. We have also considered the differing levels of risk across caseloads and who will best manage these differing levels of risk. We have decided that probation staff will manage the higher risk cases and prison staff the lower risk cases. This calculation assists with understanding the percentage split of probation and prison

staff which will be required to manage the specific cohort of prisoners in each establishment. This tiering model is based on the approach currently used in the community by the National Probation Service.

We do not expect that Governors will require further resources once fully staffed to deliver the new OM model. They will have increased freedom to consider how they best use their workforce to deliver the specific needs of their establishment and as such will be able to determine locally the staffing mix and structures as they feel appropriate.

The new OM model aims to provide the foundation for building a rehabilitative culture which can be embedded across prisons. The case management of offenders will become central to all activities which take place across each prison, with each member of staff understanding the part they play on the road to desistance from further offending for those in their care.

Operational recruitment issues

In your letter you asked for an explanation on the problems NOMS has experienced in relation to Governor recruitment in some prisons, such as HMP Manchester and HMP Belmarsh.

Manchester and Belmarsh are establishments with significant operational complexities. These establishments are high profile, large scale and high risk environments, which require experienced Governors with a range of skills to manage these prisons. The appropriate appointee must have the correct experience in order to confidently and effectively manage such complex establishments. HMP Belmarsh also has some other contributing factors to take into account such as its location in outer London. Applications have been received on previous recruitment rounds for both positions but it is essential that these positions are appointed on merit and with a sound confidence that the post holder will be successful. To date it has not been possible to make such an appointment but we remain confident that the steps we are taking to attract further interest will mean that appointments will be made in the near future.

We are also considering our future workforce strategy for prison staff at all levels, which will include Governors, with considerations for the skills required to manage at various Governor levels and in a range of prison settings. The Unlocked graduate scheme has already been launched as the first stage of this overall strategy.

Her Majesty's Prison and Probation Service (HMPPS)

You asked for information on a number of points around the future relationships between HMPPS, NOMS and MoJ, which are covered by the information below.

Roles, relationships and holding to account

In the White Paper we committed to reforming how the prison system is structured in order to make lines of accountability clear and create sharper and more transparent scrutiny.

To support this we are creating HMPPS as a new, operationally-focused executive agency, which will be responsible for all operations across prison and probation. For clarity, Governors will be in charge of their prisons and accountable through the HMPPS line management structure for the performance of their prison. Privately managed prisons will continue to be performance managed by HMPPS.

HMPPS's Chief Executive is accountable through the Permanent Secretary to the Secretary of State for performance of the Agency. They are responsible for the leadership of the Agency and its day to day management.

The Secretary of State, supported by MoJ, will set standards and policies and be responsible for commissioning services and holding HMPPS to account. HMPPS, as an operational delivery organisation, will have overall lead responsibility for monitoring and managing performance of both public and private prisons.

Benefits and challenges

You asked about the benefits and challenges of separating policy and operations in creating Her Majesty's Prison and Probation Service (HMPPS). The Prisons and Courts Bill will enshrine in statute the purpose of prison, setting out for the first time that reform of offenders is a key aim for prisons. The Bill makes clear how the Secretary of State for Justice will account to Parliament for progress in reforming offenders. This change will be underpinned by new standards, the establishment of HMPPS, a new commissioning structure within MOJ and new powers for governors. These changes will create a more focused prison system, with clear lines of accountability, where governors are clear what they need to deliver and are empowered to do so. As set out above the Ministry of Justice will be responsible for overall policy direction, setting standards, scrutinising prison performance and commissioning services, while HMPPS will be focused purely on operations. This change, coupled with additional resource, forms a basis on which we can transform the system and deliver a high quality service. A challenge will be to make sure that there continues to be a close working relationship between policy and operational colleagues both to avoid any duplication in the system and to make sure that policy development and operational delivery properly take account of each other.

Monitoring performance and adjusting the commission

The Permanent Secretary will chair a quarterly performance committee meeting that will monitor overall performance across the system to reach a properly evidenced assessment of performance both at individual prison level and across the system. The quarterly performance committee and a more detailed end of year review will be used by HMPPS and MoJ to assess performance. In the case of underperformance, the committee will agree and direct any action necessary that had not already been taken through the line, including reviewing the original commission to establish if it is correct and vary it where necessary. There are circumstances, for example reconfiguration of a prison, which will trigger a formal change process.

Performance data and league tables

To fulfil our White Paper commitment, we will publish a performance table from October to show how individual prisons are performing against key safety and reform standards. The table will present the data in a format which the user can rank by standard and will be populated as data becomes available.

We are also extending our previous commitment and will publish data on all new performance standards, going beyond the six key areas set out in the White Paper. In April, 2015/16 data will be released and 2016/17 data will be included from July. Data on some of the new performance measures from the White Paper will be available in October as 2017/18 data starts to be made public on a quarterly basis. In addition to this, we will continue to publish official statistics, such as on safer custody, every quarter.

We have worked with Governors to test the new performance measures and the outcomes for which they will be held to account. These workshops have been held with all areas of the estate represented. We are also meeting with the trade unions regularly and will continue to do so.

We are unlikely to get everything right first time and will need to learn and amend our approach as we go. We expect to refine the performance measures in light of feedback from Governors. Measures will also be introduced in phases. This takes into account the fact that measures are complex to develop and need to be designed to drive the right behaviours.

You note in your letter that some prisons are performing well despite challenges across the estate. Our prison performance framework, the Prison Rating System, is an objective tool used by NOMS to benchmark prison performance and identify both strong and weak performance. This information is fed directly into the performance management discussions that take place in the operational management line. We have been working to identify good practice across the estate. The NOMS analytical function transferred to the Ministry in November 2016. Since this time, we have brought together integrated teams, including analytical, policy and operational staff, to focus on two priority areas: staff recruitment and retention; and prison stability. These teams have delivered new insight that has shaped our approach and analytical tools that are now used to improve operational management.

Devolution of capital budgets and resources

You flagged that some governors of reform prisons have been using underspend to improve the infrastructure of their establishments, and asked whether in the future we intend to give governors extra resources for improving their prisons in this way.

Capital funding for use on prisons in 2017-18 has been identified as part of the annual financial planning process and this does include funding which has been specifically identified for CCTV as well as asset replacement and major maintenance. Capital funding of this nature is not usually delegated to prisons at the start of the financial year but is instead coordinated within the Public Sector Prisons Directorate so that the limited capital budgets can be spent on the greatest need, deliverability or value for money. Governors have a key role in this process as they are asked to identify the requirements for capital expenditure in their prison.

Governors will not be permitted to use underspends from this year from 1 April 2017. For reform prisons, any increased expenditure in 2017-18 in excess of the budget allocation will be subject to them preparing a business proposition detailing the requirements.

Digitalisation of prisons

You asked about the digitalisation of prisons and the impact upon staffing numbers. The Digital Prison programme will deliver technologies into prisons to free up officer time, make prisoners more self-reliant and offer increased opportunities for rehabilitation. Currently, a significant proportion of officer time is spent carrying out administrative work on behalf of prisoners. All requests are currently completed on paper which is incredibly time consuming and error prone; it also prevents officers being able to spend time on the wings engaging with prisoners. Delays in processing orders, mistakes in orders and not enough officer engagement with prisoners leads to additional tension within the prison. Digitising prisons will reduce this tension by giving prisoners more control over arranging appointments and requesting services, and will give officers the time back to provide better support to prisoners. The benefits that digital prisons will bring will not be used to reduce staffing levels: they will help our existing staff and those we are recruiting to spend more time with prisoners.

Regulation and implementing HMIP, PPO and IMB recommendations

You asked why we think governors have difficulties implementing the recommendations of the Prisons Inspectorate, Independent Monitoring Boards, Prisons and Probation Ombudsman and how our reform plans will address these issues. Recommendations from scrutiny bodies should be challenging as that is how they help us to improve our prisons. Reports can be wide ranging covering both issues specific to a prison or findings that go beyond the prison. Our plans to increase staffing and tackle safety will assist Governors in responding to recommendations, but importantly, empowering Governors will also give them

more flexibility to act on findings that are specific to their prison. More broadly, we will be looking at what practical steps we can take to ensure lessons are learned from recommendations and these are fed into the performance and commissioning process.

We regularly talk with these bodies about the resources involved in delivering their objectives. These discussions will continue as we take forward our reform programme.

We consider an independent regulator is more suited to services, such as health, where the Secretary of State is less directly involved in delivery of the service. For prisons, the Secretary of State is setting standards and monitoring performance and as set out above we are making a number of changes to how those functions are delivered. We believe these are the right structures, alongside a strengthened inspectorate, to deliver improvements in our prisons.

I sincerely hope this provides you with sufficient information to satisfy the questions that were raised in your recent letter. I look forward to meeting with you again later in the year.

Yours ever,

A handwritten signature in black ink, appearing to read 'Sam Gyimah', written in a cursive style.

SAM GYIMAH MP

Annex A – Prison Safety and Reform Six-monthly Update

This annex provides the Committee with the first of our six-monthly updates on the progress made in the development and implementation of our plans on prison safety and reform as set out in the White Paper:

- The right framework for improvement
- Raising standards & empowering governors
- Safe and secure prisons
- Developing our leaders and staff
- Building the right estate for reform

It cross-references more detailed information in the covering letter where relevant.

The right framework for improvement

In the White Paper we committed to reforming how the prison system is structured in order to make lines of accountability clear and create sharper and more transparent scrutiny. The covering letter to this annex sets out detail on key elements of that: in particular, the creation of HMPPS as an operationally-focused agency and the addition of commissioning and standard-setting functions to MoJ.

Alongside that, the Prisons and Courts Bill – introduced into the House of Commons on 24 February – will enshrine in statute the purpose of prison, setting out for the first time that reform of offenders is a key aim for prisons. The Bill makes clear how the Secretary of State for Justice will account to Parliament for progress on reforming offenders.

The Bill also strengthens powers of Her Majesty's Inspectorate of Prisons, including enabling the Chief Inspector to trigger an urgent response from the Secretary of State where they have significant concerns about a particular prison that need to be addressed urgently. It puts the Prisons and Probation Ombudsman on a statutory footing, giving them greater permanence and powers.

Raising standards

The White Paper set out our aim to underpin this new framework with new standards, a new commissioning structure and new powers for Governors. This will create a more focused prison system where governors are clear what they need to deliver and are empowered to do so.

To deliver this, we will create new, three-year performance agreements signed by the Secretary of State and the Governor of each prison. A new suite of performance measures form part of the Performance Agreements so that the performance expected by each prison against the four standards – public protection, reforming offenders, preparing for life after prison, and safety and order – is clear. This robust accountability is a significant cultural shift and we envisage that the extent to which Governors utilise their freedoms to begin with will vary.

As we are introducing Performance Agreements for the first time, and trialling a new set of performance measures, we envisage that this will be a learning year and expect to refine the performance measures in the light of feedback from Governors. There are some measures which are complex to develop and need to be designed to drive the right behaviours; these will be included in future years.

The agreements will be phased in over the next two years: the first third of prisons will sign the new agreements on 1 April 2017, with the other two thirds moving to this approach by 1 April 2019. The agreements will include the following standards (based on the aims for prisons set out in the Bill) which governors will be held to account for:

- Protecting the public – we will do this by measuring, from April 2017:
 - The number of escapes from closed prisons;
 - The number of absconds from open prisons; and
 - Compliance with key security processes such as searching.
- Reforming offenders – we will do this by measuring:
 - Time spent out of cell, starting from April 2017 in the prisons where the technology to track this has been introduced;
 - Progress made in getting offenders off drugs. Prisoners will be tested on entry and exit, and we will begin a phased roll out during 2017;
 - Progress made in health, starting with a measure of medical appointments attended by prisoners starting in England from April 2017;
 - Progress made in maths and English, starting with qualifications gained from April 2017 and introducing testing on entry and exit in the longer term; and
 - Progress in maintaining or developing family relationships. This will be a new measure which we are currently developing.
- Preparing prisoners for life on release – we will do this by measuring, from April 2017:
 - Rate of prisoners being released to suitable accommodation;
 - Rates of sustainable employment, including apprenticeships, and education in the period following release.
- Improving safety – we will do this by measuring, from April 2017:
 - Assaults on prison staff and prisoners;
 - Disorder and self-harm; and
 - Staff and prisoner perceptions of safety.

The covering letter to this annex sets out further information on how we will publish this data.

Empowering governors

In the White Paper we set out our aim, linked to holding Governors to account for meeting these new standards, to empower them to deliver improvements. To do so, we are devolving key operational policies to give Governors greater flexibility, and have already cancelled 101 policies to help reduce bureaucracy for prisons. We are in the process of amending key operational policies including Release on Temporary Licence (ROTL) and the Incentives and Earned Privileges Scheme (IEP) with a view to consulting on these shortly. We will also remove current restrictions so that from 1 April 2017, Governors have the freedom to:

- Design their regime to meet local delivery needs and target training and work in prisons to match the local labour market. Prisoners could, for example, work shift patterns to deliver new commercial contracts. This would help them to meet the standards to reform offenders and prepare prisoners for life on release.
- Decide their workforce strategy, including their staffing structure, to support meeting the standards. They could bring in specialists to work with particular types of prisoners, and tailor their staffing to support the prison regime they have designed.

- Control how they spend their resource budget. They could choose, for example, to pay for increased dedicated police officer time to reduce criminal activity in prison to improve safety and protect the public.
- Plan and take decisions about moving towards a model of co-commissioning health services alongside NHS England and Public Health England. The MoJ, HMPPS, NHS England and Public Health England have been working closely together to ensure that governors and local health commissioners have the tools they need to start making this transition.

Over the coming months, we will build on these freedoms even further by giving Governors additional scope to:

- Decide what education opportunities they offer – over 2017 and 2018, we will give Governors control of the education budget, so that they can overhaul education and training to match the skills and qualifications prisoners need in the local labour market. In addition, when the Parliamentary Under-Secretary of State for Prisons and Probation gave evidence to the Work and Pensions committee in October 2016 he announced that he would publish an employment strategy in 2017. This will set out our strategy on education as well as employment, detailing our vision that the education and employment offer should be much more focussed on giving prisoners skills and experience inside that will lead to a job on the outside.
- Control how family support services work – from autumn 2017, Governors will control budgets for family services, such as visitors' centres and parenting skills classes, so they can choose the right way to support family relationships. I also commissioned Lord Farmer to look at how supporting prisoners to engage with their families could contribute to reducing re-offending. Lord Farmer has submitted his review and I am considering his findings and recommendations. I expect to respond formally later this year.
- Have greater influence over the provision of goods and services in their prison – as each national contract ends, for example on food or equipment, we will determine how to devolve commissioning responsibility to Governors.

This process of devolution and deregulation is being supported by learning from the work of the six Reform Prisons. These prisons will continue to explore and identify options for devolution across the estate as wider reforms are implemented. We have commissioned a formal evaluation to support this with regular feedback being provided to inform policy development ahead of the final report in early 2018.

Safe and secure prisons

In the White Paper we set out our aim to make prisons safer for all those who live and work there. The latest statistics published on 26 January 2017 continue to show a very concerning level of prison assaults, self-harm and deaths in custody. There were 119 self-inflicted deaths in the 12 months to December 2016, up 32%. In the 12 months to September 2016, self-harm incidents rose by 23% and assaults rose by 31%. Prisoner-on-prisoner assaults were up 28% and assaults on staff were up 40%.

Fundamental to addressing these issues in the long-term is the investment of more than £100m to raise staffing levels in our prisons by 2,500 by the end of 2018 – and to introduce a new offender management model to support effective relationships between officers and staff. Further detail on progress in recruiting those additional staff, and in rolling out the new model in the first 10 pathfinder prisons, is set out in the covering letter to this annex.

In the immediate term, to improve resilience across the estate we have provided additional resource for Governors to use on measures to bolster safety and security. This includes funding for specialist training to increase the number of available prison officer Tornado staff who can be deployed to deal with a

serious incident of disorder; extra intelligence and dedicated search capability at a prison level; and additional dog teams. We have also improved our processes for identifying prisons at risk of instability.

We are working closely with the Attorney General and the Home Secretary to ensure we implement a zero tolerance approach to violence against our hard working prison officers and staff; and we continue to roll out additional equipment and training, including around 3,500 Body Worn Video Cameras. This will function alongside training to support more constructive interactions by staff, to help staff and prisoners feel safe, and to provide high-quality evidence for prosecutions where assaults do take place.

To address our serious concerns about the record high number of levels of self-inflicted deaths and self-harm in our prisons, we are rolling out new Suicide and Self-harm prevention training across the estate to help our staff identify risks and triggers, and support prisoners at-risk of suicide or self-harm swiftly and effectively.

We are also tackling specific security threats like drugs, phones and drones. Some, such as psychoactive substances, can make prisoners more violent or increase risks of self-harm. Others fuel the illicit economy and the debt and violence that goes with it. We are doing this across the following areas:

- Intelligence – we have enhanced our intelligence capability to identify threats early on by recruiting an extra 50 intelligence staff to form a new national command supported by regional units.
- Mobile phones – we are equipping all prisons with portable detection poles which can be deployed at fixed points such as reception, and giving governors extra portable signal detectors to use on the wings. We are also working with mobile network operators to deliver ground-breaking technology to stop illicit phones working in prisons, and have identified three sites to trial the technology early in 2017. In addition, under measures introduced in late 2016, we can now apply for Telecommunications Restriction Orders at Court to block specific mobile phones being used in prisons. Since the legislation was introduced in August, we have had more than 150 mobile phones cut off. To further drive down illicit mobile phone use, we are trialling in-cell handsets in the public prison estate, starting with HMP Wandsworth and HMP Berwyn (which opened last month). The Prison and Courts Bill will underpin these measures, authorising new powers which allow mobile network operators to detect and intercept illicit mobile phones in prisons.
- Psychoactive substances – in September 2016, we rolled out new tests for psychoactive substances across the estate – the first jurisdiction in the world to do so. Avoiding mandatory drug testing has previously been one of the biggest factors driving prisoners to choose psychoactive substances over traditional drugs. Again, these efforts will be reinforced by the Prison and Courts Bill, which adds all psychoactive substances to the existing powers our Governors have around drug testing. This will enable prisons to respond quickly to new drugs which surface on our streets and in our prisons.
- Drones – we are working closely with prison staff and law enforcement agencies to pursue and prosecute those involved in drone activity over our prisons – making sure that this is a crime that does not pay. We also continue to explore the increased use of physical security, working with drone manufacturers, and innovative detection and blocking technologies.

Developing our leaders and staff

The covering letter to this annex sets out detail on a number of the steps we are taking to recruit additional staff and retain our existing staff.

Alongside those steps, we are developing the induction and support following the initial training programme for new staff, which also includes appointing 75 mentors for new prison officers to help them in their first few months in the job which we know can be a difficult time. We will also provide existing officers with training so that they are able to take on the new dedicated officer role.

Our long term ambition is for the role of prison officers to be recognised as a prestigious profession across both the public and private sectors. Our reforms will enhance the status of the existing workforce as well as attracting the right people into the prison system in the coming months and years.

As part of our wider staffing reform programme, we launched the Unlocked scheme in January 2017, which is a two-year leadership development programme aimed at training the most talented graduates to become inspirational and supportive prison officers. Over 1,000 potential candidates registered their interest in this scheme, which included 350 graduates from Russell Group universities. We will offer this scheme to 40 graduates this year and we expect them to be in post by late August.

We will also aim to increase the number of former armed forces personnel joining the prison service through our Troops to Prison Officer scheme. As we recently announced, , we will also pilot a new prison officer apprenticeship scheme for over 1,000 officers later this year, with the aim of rapidly scaling this up across the estate. This will ensure more of our existing staff move up to Band 3 (Prison Officer) grades from operational support roles, which in the longer term, will aid the professional development of a significant cohort of our staff.

Building the right estate for reform

The White Paper restated our commitment to invest £1.3bn in our prison build programme. We will build up to 10,000 new prison places with better education facilities and other rehabilitative services – further details of which will be set out in more detail shortly. At present, we can report that the following prisons have, or will see, significant developments to their sites:

- On 26 February we opened HMP Berwyn in Wrexham, creating 2,106 modern and efficient prison places.
- HMP Kennet closed at the end of December 2016 as planned and has been vacated. We have now decommissioned the previously closed immigration removal centres at Dover and Haslar.
- We have applied for outline planning permission to redevelop the sites at HMP Wellingborough and HMP/YOI Glen Parva, and have begun the construction of a new 206 place house block at HMP Stocken, in Rutland.
- Following its closure last year, HMP/YOI Holloway has also been decommissioned. We have appointed consultants to advise us on the sale of the Holloway site, and we are discussing future options for the site with Islington Borough Council, the local planning authority.
- We are also examining sites to build five 60-bed prisons for women, to replace 300 places elsewhere in the women’s custodial estate on a ‘new for old’ basis. These prisons will be small, purpose-built facilities which are specifically designed with the needs of female prisoners in mind.

There is also an imbalance between the types of prison places available and the demand for places. To remedy this, we are making progress in matching the supply of types of prison places with demand, so that prisoners are held in environments that match their needs and risk and enable staff to better target interventions. Projects are underway to change the function of four prisons, including the three projects outlined in the White Paper at HMP/YOI Wandsworth, HMP/YOI Holme House and HMP/YOI High Down, and a further project at HMP/YOI Durham. These projects will add over 2,400 dedicated training places into the prison estate, reducing the number of sentenced men held in local prison accommodation. Building work is now underway to adapt the physical layout of each site to its new role. Further projects to align supply of prison places with demand are being scoped for delivery in 2017-18 and beyond.